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## Office Memorandum • UNITED STATES GOVERNMENT

TO : Director of Training  
VIA : Chief, Operations School ~~REF ID: A112~~  
FROM : Chief, Headquarters Training  
  
SUBJECT: Weekly Activities Report No. 3  
14-20 January 1959

DATE: 22 January 1959

I. SIGNIFICANT ITEMS

A. JOT Training: As you know, we kicked off the first Clandestine Services Orientation Course for Junior Officer trainees on Monday, 19 January. Although this report only covers two days of the training program, we are in a fair position to judge the worth of the course on the basis of observed student reaction, their statements to OTR personnel, and their comments made to the faculty counselors in the after-hours interview program. I am not willing to put too much stock in this early reaction; but indications from a variety of sources, including [redacted], indicate that this is the best (in the view of the JOT's) training program that they have been subjected to since the initiation of this new plan. I believe I speak for all of us (Glen, [redacted] and myself) when I

say that we have found this informal interview challenging, interesting and extremely worth-while. I am confident that as the result of this interview plan we shall be in a fairly decent position to identify those individuals who appear to be lacking in human-reaction attributes in terms of the requirements and demands of service with the Clandestine Services. These young men are extremely interesting. Most of them desire to go CS. [redacted] tells me that one or two of the JOT's, who had early decided that they wished to make a career of the DDI complex, are now coming to his people and indicating that they desire to change and go DDP. If this is happening on the basis of only two days of orientation in the Clandestine Services, it appears that it is perfectly logical to assume that as the program gathers momentum we will find more and more of the lads wishing to join the clan of glamor. We have, however, set up useful measuring sticks for personal, face-to-face evaluation of each of the young men and believe that we shall be able to offer useful data for the process of determining the initial career area potential of each of these students. We are not, as you know, invading, or attempting to invade, the "scientific" assessment and evaluation responsibilities of the PSS (?). The nomenclature is new to me. In summary, I am convinced that the thorough planning and long hours of work that went into this program are paying dividends.

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B. Headquarters Organization: For some time now, I have been impressed with the need for improvement in the organization of the Headquarters Faculty of the Operations School. Our mounting requirements and excessive number of limited-duty personnel have made it crystal-clear that changes had to be made if we were to respond to mounting requirements and shrinking authorizations of personnel ceilings. Not much could be done about this until very, very recently. However, with the advent of [ ] to take over the PP area (even though this will be on a part time basis until approximately 1 September) the imminent (2 to 9 February) coming aboard of [ ] and the possibility that [ ] will follow, we are coming to the happy threshold of experience, competence, broad background, initiative, and aggressiveness that will considerably increase our abilities and capabilities in all forms of training. Organizationally, we have been extremely old-fashioned. We have had too many chief instructors (several of whom could not be identified as instructors by the weirdest and most liberal stretching of the definition of the word) descending upon me for a number of generally useless and purposeless reasons. The prima-donnas of limited worth have been about for some time. During this calendar year all of these people will rotate and our recruitment efforts have been targeted at finding people of several skills. For the sake of increasing the general efficiency of the organization, I proposed to Glen, and he approved, the establishment of three departments within the Headquarters Faculty: the Intelligence Department (which will have all FI and CI training programs); the Psychological and Paramilitary Department, which will also be responsible for whatever programs we may initiate for the Department of Defense in the 5412 area; and the General Training Department which will encompass those subjects that have an "across the board" implication. I hope to have the authorization to establish these departments as of 9 February. I propose that [ ] head up the Intelligence Department; [ ] the General Department; and [ ], the PP Department. During the next several months, [ ] and [ ] are due to rotate. In addition, I hope that we shall come to a decision re [ ]. The recommendation as to proposed action in this case went to DTR from Glen some time ago and the situation has been discussed orally on several occasions by DTR and CH/OS. I strongly recommend that he be retired. He is eligible for it. I have determined this after careful investigation.

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## II. OTHER ITEMS

A. Tutorials: We have two PP tutorials who began a week of training in PP on Monday, 19 January. They are: [ ]  
FI officers [ ]

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B. Staffing Problem: Because of some "dead wood" on the staff, we have been in a fairly rough position in responding to a few routine problems. All of the productive staff members are thoroughly engaged in training activities. Clark must spend full time with the JOT's. Simultaneously, the CI Operations course is running and we have arbitrarily thrown [ ] into the breach of responsibility. He is doing very well. [ ] is running her [ ] course and working on a special project for me in the afternoons. Although it did not happen during the reporting period, [ ] are now tied up in tutorials in addition to running IRRR. [ ] is similarly involved. [ ] has been working up the new part-time CPW schedule.

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### **III. ADMINISTRATIVE**

Nothing to report.



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